

9 August 1963

25X1A9A MEMORANDUM FOR: [REDACTED]

SUBJECT : Report on Seminar in Management Practices

25X1A9A REFERENCE : Memorandum on Same Subject, dated 16 July,
signed by Messrs. [REDACTED]

1. Many thanks for sending me your memorandum on the [REDACTED] Seminar as well as the comments of the various students. Contrary to the thoughts of Col. White, I not only read your critiques, but I also read all of the students' critiques. I have several thoughts as a result of this, but first would like to add my commendation to those of the students for the job that you two did, and I am happy that this was generally recognized by the students.

2. My thoughts are generally along these lines:

25X1A6A a. I am always happy to participate in a management seminar like this as I consider any form of management training to be among the most important things the Agency can do to improve the quality of its personnel management. As you probably know to the point of nausea, I feel so strongly that our personnel are our most valuable asset that anything we can do, not only to improve the handling of people, but also to add to the desire of people to stay with the Agency on a lifetime basis, is time extremely well spent. Consequently, I submit for your consideration the fact that if I am going to take time [REDACTED] to do this, you might want to take a little greater advantage of it; e. g., a one hour's talk is fine, but as you probably noted, I was just getting warmed up (perhaps I am a little wordy, but I am always open to suggestions). Therefore, my suggestion would be to have in your formal session not only a talk of an hour, but a question and answer period of about the same time. I have found by experience that at the War Colleges and the Interdepartmental Seminars, where the sessions are about this length, this is a practical period for covering a subject without being superficial and for allowing the class to ask the pertinent questions. Further, this would then lend itself to much more appropriate discussion during the "happy hour."

I have one other thought which may not have much validity--it is along the line that often the students are not really well prepared for the "happy hour" sessions in that they are not forewarned that they will have a chance to speak informally and completely off the record with the senior officer, and therefore are either inhibited in what they say, or think afterwards of what they would have liked to have said or asked.

b. As far as the rest of the course is concerned, based completely upon your analysis and the students' impression, it would seem to me that perhaps the pace was a little casual, and I think we would all like to have the students return after the course panting a little and feeling that they had been put through a pretty rapid pace. I wouldn't be able to make any pertinent comments on the content, being unfamiliar with it, but the students seem to appreciate it. I would, however, feel better prepared in talking to a group like this if I had a little better idea of what they were going to be told in the course. Therefore, if in the future there is a chance to get me any written material about the course, it would be very helpful.

25X1A6A c. Finally, let me just add my very strong feelings that we should never waiver in our determination to have these courses away from Washington. [redacted] My heart bleeds for the poor boys who feel they can't be away from the office or have to cut the grass, and maybe I am a mean so-and-so, but comments like that automatically raise a flag in my mind on the abilities and motivations of the individual.

3. Thanks again for the critique and for asking me to address the course.

L.B.K.
Lyman B. Kirkpatrick
Executive Director

25X1 [redacted] *death was a real shock
and a sad loss.*